

KAAHC Strategic Plan 2013-2018 approved by KAAHC BOD 08/21/13

Mission – To create and promote opportunities for all community members to experience the arts

Vision – Arts and cultural events bring people together in ways that expand horizons, challenge assumptions and beliefs, and improve the quality of life in our community.

Goal #1 Maintain a sustainable organization with an effective infrastructure for growth and diversified funding sources					
Strategy	Action Steps	Person/s Responsible	Start Date	Complete Date	Evaluation/Notes
The BOD has the skills and capacity to both nurture new leaders and diverse funding sources while effectively governing the organization	1. Activate the board development committee to recruit board members for present and future membership of Board	BDC	2012	ongoing	BoD Development, 3 new prospects!!!
	2. Provide for BOD training to ensure effectiveness and longevity of members	BDC	08/2013	Ongoing	Mar. 28, 29 BOD training
	3. Develop training plan for president elect (VP) that supports their transition to president	BDC	04/2014	Annual	
	4. Develop the “ASK” <ul style="list-style-type: none"> • Develop donation/membership request techniques including “elevator speech • Establish Board involvement in membership recruitment and retention 	FDC FDC/BOD	08/2013	ongoing	MLDahl – practice “ask” language, excellent!
KAAHC implements a major gift campaign <ul style="list-style-type: none"> • targeting identified needs (i.e building maintenance, additional staff, program offering shift) • incorporate philosophy of membership into programs/services 	1. Identify Fund Development Committee Chair	Pres	02/2013	08/2013	MLDahl-excellent
	2. Amass and train committee	MLD, KL, AP, VL	07/2013	Ongoing	
	3. Determine sustainable, long term growth rate	FDC			
	4. Build staff time increase into 2014 budget	KL/FC/Treas.	08/2013	01/2014	
	5. Identify fundraising goals; i.e # of donors at what level	FDC/KL	08/2013	Annual	
	6. Identify acknowledgement methods	FDC/Staff	04/2014		
KAAHC establishes endowment campaign	1. Establish a planned giving policy	FDC	08/2013	11/2013	
	2. Develop a donation acceptance policy	FDC	08/2013	11/2013	
	3. Identify potential donors	BOD/FDC	08/2013	04/2014	
	4. Identify where to invest	FDC	08/2013	04/2014	
	5. Build staff time increase into 2014 budget	KL/FC/Treas.	08/2013		
KAAHC expands its sponsorship portfolio	1. Identify programs and activities suitable for sponsorship	KL/ MLD	08/2013	08/2013	
	2. Determine appropriate sponsorship levels	KL/MLD	08/2013	10/2013	
	3. Develop list of potential businesses and individuals well situated to sponsor events	FDC/BOD/KL	Ongoing	ongoing	
	4. Approach chosen potential sponsors	BOD/FDC/KL	Ongoing		
	5. Establish maintenance policy for donors	BOD/FDC	08/2013		
	6. Build staff time increase into 2014 budget	KL/FC/Treas.			
KAAHC grows sustaining members; both in numbers and levels of giving	1. Evaluate current membership campaign	FDC	08/2013	10/2013	
	2. Determine potential constituents and how to reach them	BOD/FDC	08/2013		
	3. Identify how to increase donation from current members	BOD/FDC	08/2013	Ongoing	
KAAHC maximizes fundraising potential of existing events	1. Board representation on every event committee	BOD	Ongoing	11/2013	
	2. Donor acknowledgement at a personal level at events	BOD/Staff	Ongoing	ongoing	
	3. Donation opportunities available at all events	Staff	Ongoing	09/2013	

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Goal #2 KAAHC builds Awareness and Advocacy for the arts, artists of Ketchikan and the Arts Council					
Strategy	Action Steps	Person/s Responsible	Start Date	Complete Date	Evaluation/Notes
Develop or strengthen strategic relationships	<ol style="list-style-type: none"> 1. Assess current relationships 2. Identify missing orgs. 3. Continue reporting on successes to City/Borough/School Board 4. Provide opportunities for inclusion 	ExCm/KL ExCm/KL BOD/KL All	09/2013 09/2013 Ongoing ongoing	Ongoing	More BoDs participating
Market local arts to the community and beyond	<ol style="list-style-type: none"> 1. Convene arts org. on a regular basis to establish common goals and message (in January) 2. Annual Community Café 3. Create marketing campaign for arts as whole in Ktn 	Staff BOD Staff	11/2013 01/2014 01/2014		11/2013 convened community calendaring mtg
Develop artists as advocates of KAAHC and themselves	<ol style="list-style-type: none"> 1. Convene artists to establish rapport <ul style="list-style-type: none"> • Educate artists the benefits of KAAHC as a advocate and how they can be our advocates 	Staff/BOD Staff	8/2014		
More effectively brand KAAHC as originator or our activities	<ol style="list-style-type: none"> 1. Continue to develop effective marketing: web/social media/etc. 2. Incorporate philosophy of nonprofit membership into all relationships and marketing 	Staff Staff/BOD	Ongoing ongoing		
Continue to advocate for public art possibilities within Ktn	<ol style="list-style-type: none"> 1. Build increased staff time into 2014 budget 2. Finish public art catalogue on website 3. Maintain relationship with City and Borough Managers 4. Encourage local businesses to partner w/ artists to showcase local art 5. Develop a seasonal display campaign for businesses that vacate during winter 6. Partner with Chamber, DSC, KVB to routinely highlight local arts 	KL/FC/Treas KPAW/Staff Staff BOD/Staff/ KPAW Staff/KPAW Staff	08/2013 Ongoing Ongoing 05/2014 05/2014 ongoing	Ongoing	
Promote effective access for visitors to experience the arts of Ktn	<ol style="list-style-type: none"> 1. Create clearer signage for Main Street Gallery 2. Build increased staff time into 2014 budget 3. Research Alaska App for costs applicable uses for public art walk 4. Find funding source to convert websites to be smart phone friendly? 5. Further develop KtnArtLivesHere to include galleries, all arts orgs, Art Story and Native Story vignettes, calendar, cultivate new artists to participate 	Staff KL/FC/Treas Staff/TC Staff Staff	05/2013 08/2013 10/2013 10/2013 Ongoing	09/2013	Seeming dirth of funding sources for tech development
Research value and potential of spearheading SE Arts Consortium with KAAHC as leader	<ol style="list-style-type: none"> 1. Consult with other SE communities to determine need and interest 2. Gather initial SE committee to include interested constituents, and determine goals 3. Research appropriate models 4. Build increased staff time into budget 5. Research additional funding sources 	KL KL ARC/staff KL/FC/Treas KL/FDC	Ongoing 9/2014 Ongoing 2/2014		Juneau econ devo council developing “arts cluster” for SE, potential partner

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Goal #3 KAAHC cultivates life long learning in the arts					
Strategy	Action Steps	Person/s Responsible	Start Date	Complete Date	Evaluation/Notes
KAAHC studies relevant arts education programming	<ol style="list-style-type: none"> 1. Build staff coordination into 2014 budget 2. Identify best practices and local needs 3. Partner with local schools/organizations 4. Develop relevant training and programming that does not increase educator burden but incorporate arts into lesson plans 5. Indentify funding streams as necessary 	KL/FC/Treas EC/Staff Staff EC/Staff Staff/FDC/EC	3/2013 03/2013 09/2013 03/2013 08/2013	10/2013 11/2013 Ongoing 01/2014	11/2013 Basic Arts Institute coming, In-Service for Ktn Teachers
Determine if ASCA Artists in the Schools certificate program could be developed here	<ol style="list-style-type: none"> 1. Find funding for educators for certificate 2. Partner with schools to develop interest 3. Develop schedule and for certificate classes 4. Develop Infrastructure for artists to go into schools 	EC/Staff EC/Staff EC/Staff/Sch EC/Staff/Sch	03/2013 09/2014 09/2014 09/2014	Ongoing	Hardin interested, ASCA working to assist
Development for general public/adults	<ol style="list-style-type: none"> 1. Research and evaluate Artist Residency possibilities <ul style="list-style-type: none"> • determine best model to use • identify appropriate facilities and determine acquisition opportunities • identify partners 2. Provide furthering education for teachers to incorporate art into curriculum as needed 	ARC/Staff EC/Staff	2/2014 09/2014		Potential 2016 summer Zydeco residency partnering w/ Lumberjack venue – Shipyard partnership residency like Kohler Ind.
Continue to offer relevant professional development for artists	<ol style="list-style-type: none"> 1. Evaluate existing programs and attendance 2. Determine relevant opportunities for artists 3. Advertise other opportunities for artists 4. Potentially bring guest educators 	ExC/Staff Staff/ExC Staff Staff/EC	08/2013 11/2013 Ongoing 11/2013	Ongoing Ongoing Ongoing 08/2014	

Goal #4 KAAHC Evaluates existing programming/services for relevance and efficiency					
Strategy	Action Steps	Person/s Responsible	Start Date	Complete Date	Evaluation/Notes
KAAHC staff utilize program evaluation rubric to propose programmatic changes (expansion, elimination of programs)	<ol style="list-style-type: none"> 1. Develop clear decision making rubric 2. Staff modifies programming as needed based on evaluation 3. Staff determines staff capacity for growth and makes recommendations to Board 	KAAHC staff	11/2012	12/2012 ongoing 12/2012	Evaluation after every event and program ongoing

Goal #5 World Domination					
Strategy	Action Steps	Person/s Responsible	Start Date	Complete Date	Evaluation/Notes
KAAHC achieves world domination through art	Art permeates all aspects of the human condition	KAAHC	11/2012	Ongoing	Surprisingly inspiring goal!